

FIG. 1

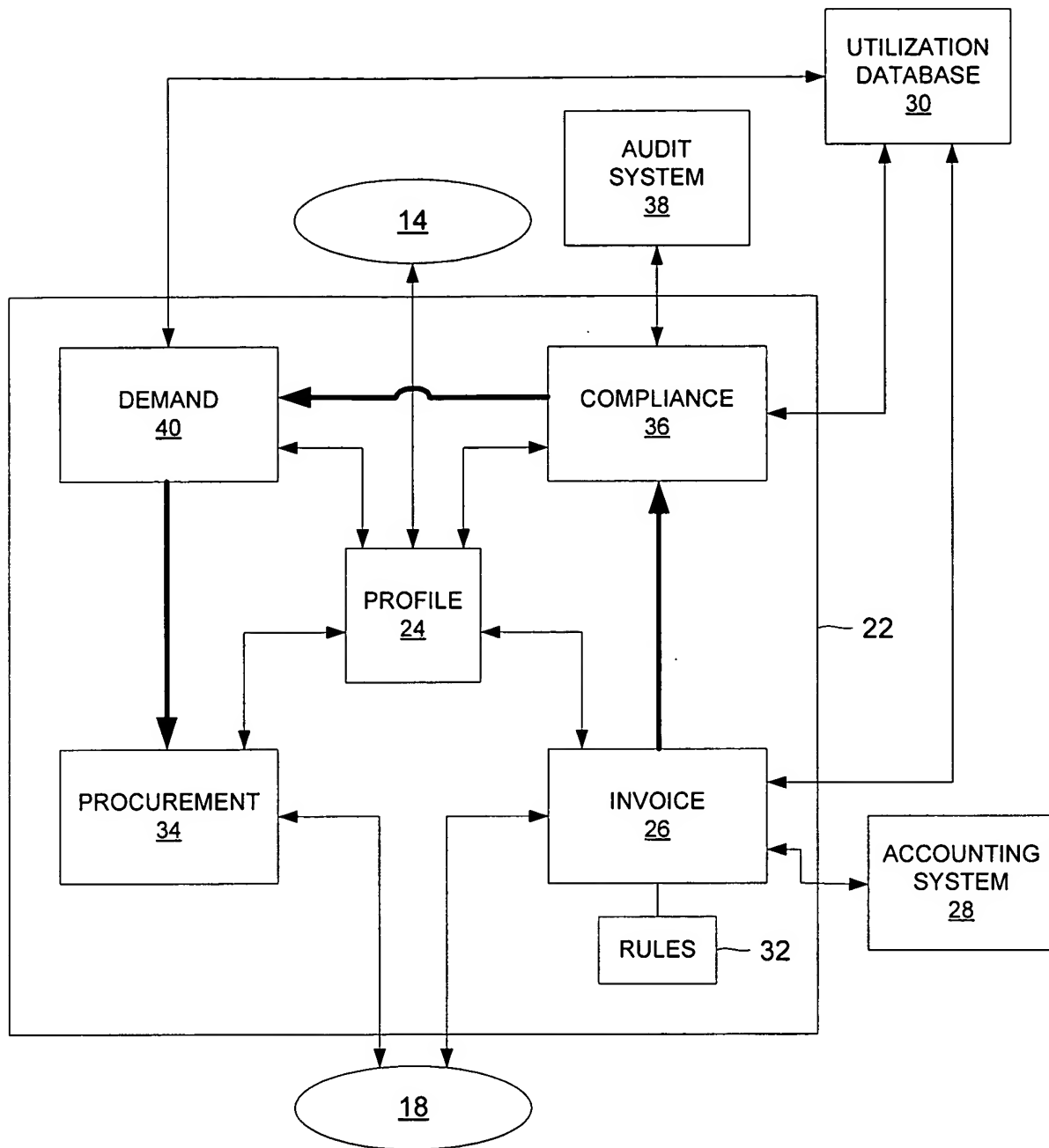


FIG. 2

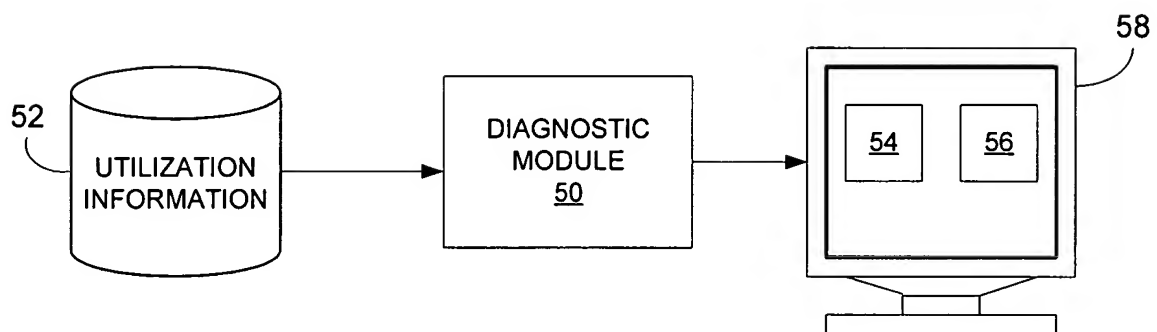


FIG. 3

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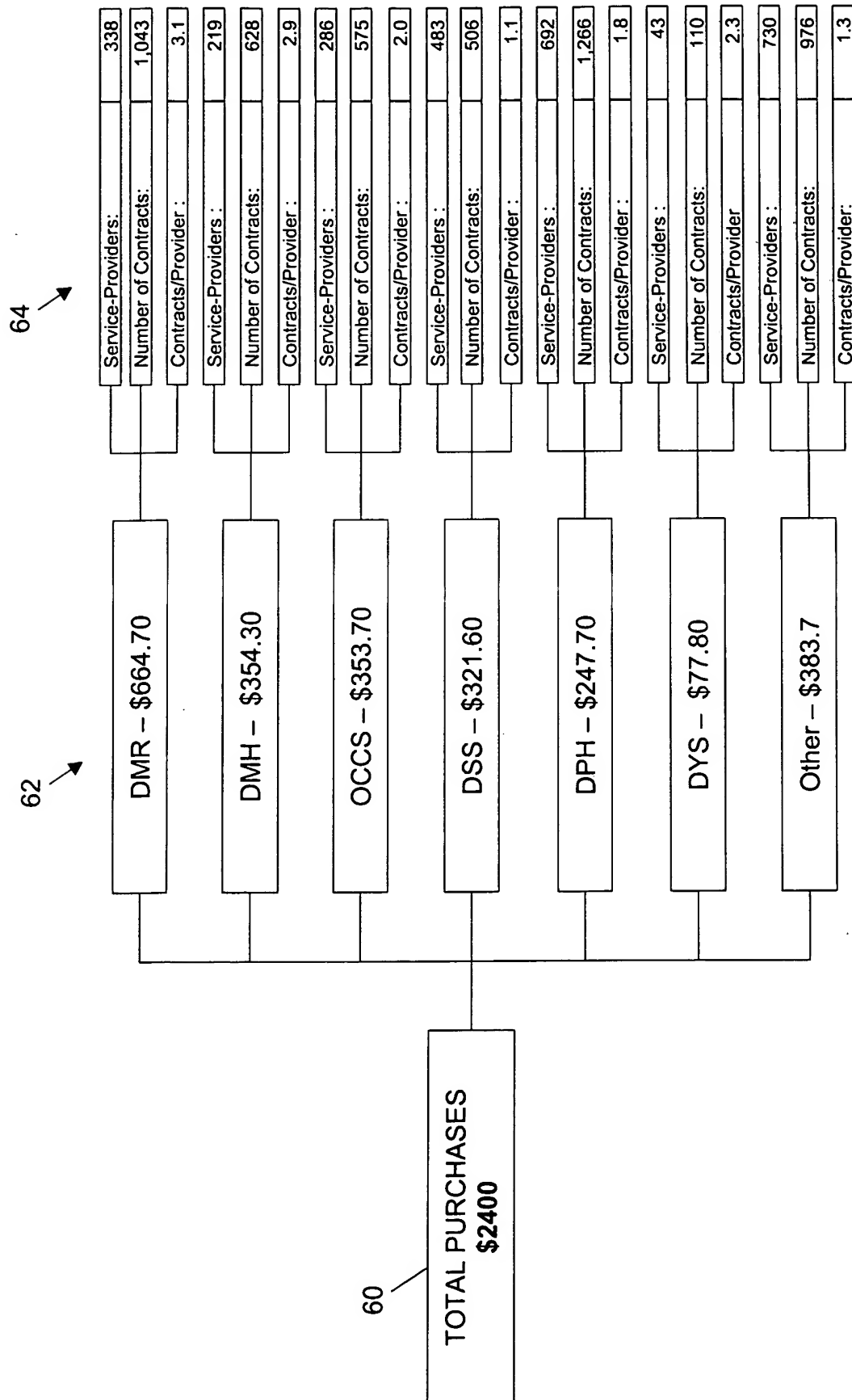
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MANAGEMENT FOR GOVERNMENT AGENCIES

FIG. 4

80

		Contracts per Service-Provider	Total Value of Contracts
First Quartile	High	81	\$58.0
	Low	1	\$17.7
	Average	38	\$26.5
Second Quartile	High	65	\$16.6
	Low	3	\$7.7
	Average	25	\$11.0
Third Quartile	High	58	\$7.7
	Low	1	\$3.1
	Average	14	\$5.0
Fourth Quartile	High	33	\$3.1
	Low	1	\$0.0
	Average	3	\$0.332

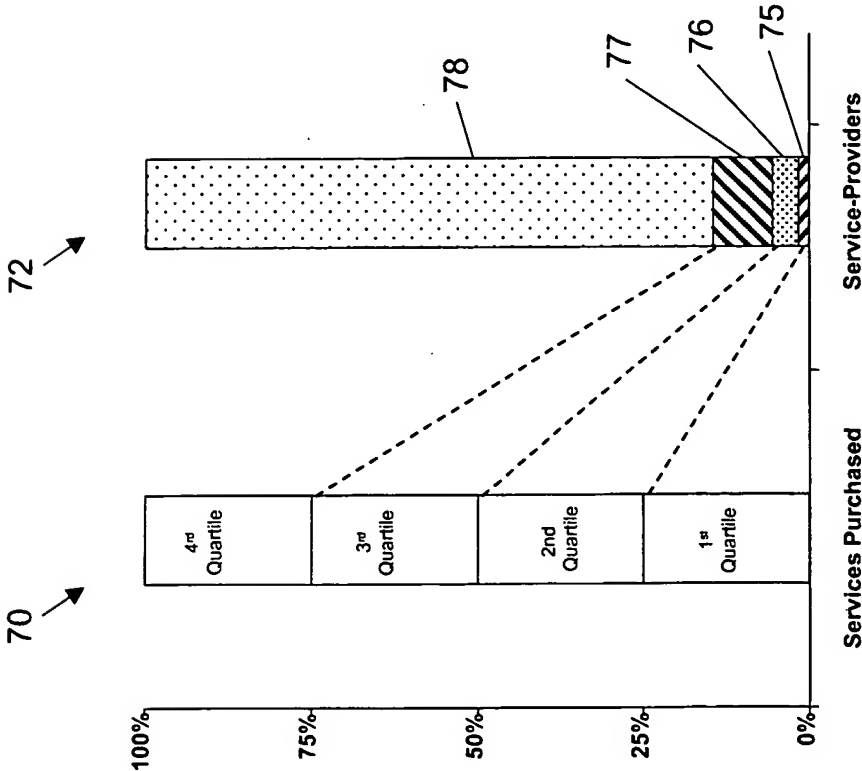


FIG. 5A

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MANAGEMENT FOR GOVERNMENT AGENCIES

82

#	Agency	Programs	Total #	Agency	Programs	Total
1	DMR	Residential Services	11	DSS	Contracted Foster Care	\$24.8
2	DMH	Adult Residential Services	12	OCCS	Child Care Supportive	\$23.3
3	OCCS	Direct Services	13	WEL	Homeless Contracts	\$21.9
4	DSS	Residential Service	14	DMR	Community Day Supports	\$21.2
5	DSS	Commonworks	15	DMH	Child/Adolescent Res. Service	\$21.3
6	DMR	Employment Supports	16	WEL	Alternative Housing	\$20.3
7	OCCS	Income-Eligible Vouch CH Care	17	DMR	Individual Support	\$20.3
8	DMR	Family Support	18	DMH	Comty. Rehab. Support	\$19.7
9	OCCS	Child Care Income Eligible	19	DPH	Early Intervention	\$19.5
10	DSS	Foster Care - DSS	20	DMH	Comprehensive Psych. Service	\$16.6M

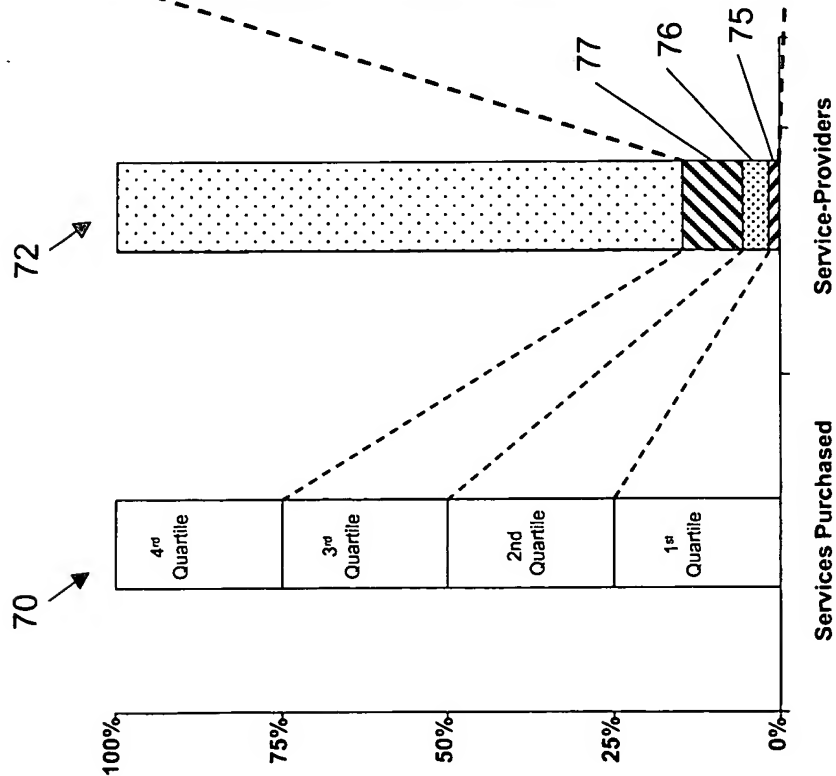


FIG. 5B

100B

	DMR	DPH	DSS	DYS	OCCS
DMH	66	64	97	20	21
DMR	///	60	84	11	24
DPH	///	///	118	13	71
DSS	///	///	///	33	85
DYS	///	///	///	///	4

FIG. 6B

100A

	DMR	DPH	DSS	DYS	OCCS
DMH	\$514 50%	\$294 49%	\$455 67%	\$105 24%	\$84 12%
DMR	///	\$250 27%	\$433 44%	\$58 8%	\$73 7%
DPH	///	///	\$200 35%	\$50 15%	\$193 32%
DSS	///	///	///	\$175 44%	\$11 17%
DYS	///	///	///	///	\$13 3%

FIG. 6A

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MANAGEMENT FOR GOVERNMENT AGENCIES

100C					102				
101					101				
	DMR	DPH	DSS	DYS	OCES	DMH/DMR			
DMH	1 \$514	2 \$294	3 \$455	\$105	\$84	• 66 shared Service-Providers • Average of 11 contracts/provider • \$514 Top 3 programs by spending:			
DMR	///	4 \$250	5 \$433	\$58	\$73	DMH: Adult Residential Services Community Rehab. Support Comprehensive Psych. Serv. DMR: Residential Services Employment Supports Family Supports			
DPH	///	///	6 \$200	\$50	\$193	DMH: Adult Residential Services Community Rehab. Support Comprehensive Psych. Serv. DMR: Residential Services Employment Supports Family Supports Contracted Foster Care			
DSS	///	///	///	\$175	\$114	DMH: Adult Residential Services Child/Adol Residential Serv. Community Rehab. Support DSS: Residential Services Commonworks Contracted Foster Care			
DYS	///	///	///	///	\$73	DMH: Adult Residential Services Child/Adol Residential Serv. Community Rehab. Support DMR: Residential Services Commonworks Contracted Foster Care DPH: Residential Services Family Support Transportation DSS: Residential Services Commonworks Foster Care - DSS			
						DMH/DPH • 64 shared Service-Providers • Average of 10 contracts/provider • \$294 Top 3 programs by spending:			
						DMH: Adult Residential Services Community Rehab. Support Comprehensive Psych. Serv. DPH: Early Intervention WIC Nutrition Residential Treatment			
						DMH/DSS • 97 shared Service-Providers • Average of 7contracts/provider • \$455 Top 3 programs by spending:			
						DMH: Adult Residential Services Child/Adol Residential Serv. Community Rehab. Support DMR: Residential Services Commonworks Contracted Foster Care			
						DMH/DPH • 60 shared Service-Providers • Average of 9 contracts/provider • \$250 Top 3 programs by spending:			
						DMH: Adult Residential Services Community Rehab. Support Comprehensive Psych. Serv. DMR: Residential Services Family Support Transportation DPH: Early Intervention [blank] E.I. Autistic Services			
						DPH/DSS • 118 shared Service-Providers • Average of 7 contracts/provider • \$200 Top 3 programs by spending:			
						DMH: Adult Residential Services Child/Adol Residential Serv. Community Rehab. Support DMR: Residential Services Commonworks Contracted Foster Care DPH: Early Intervention Residential Treatment WIC Nutrition DSS: Commonworks Residential Service Family Based Service			

FIG. 7

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100C					104			
103					Provider	DMH	DSS	Total
DMH	DMR	DPH	DSS	DYS	Vinfen Corporation	\$35.5	\$0.013	\$35.5
	\$514	\$294	\$455	\$105	The Home for Ltl Wand, Inc.	\$11.3	\$11.9	\$23.2
DMR	///	\$250	\$433	\$84	Dare Family Services Inc.	\$0.10	\$21.9	\$22.0
	///			\$73	Univ. of Mass. Medical School	\$21.4	\$0.034	\$21.4
DPH	///	///	\$200	\$193	Center for Human Development	\$12.2	\$4.4	\$16.6
	///	///		\$50	Health & Education Srv Inc.	\$10.7	\$4.4	\$15.0
	///	///		\$175	The Key Program Inc.	\$1.0	\$12.6	\$13.7
DSS	///	///	///	\$114	The May Institute, Inc.	\$12.0	\$0.742	\$12.8
	///	///	///	\$13	Riverside Community Health	\$11.3	\$0.01	\$11.4
	///	///	///		Justice Resource Institute, Inc.	\$5.0	\$6.0	\$11.0
	///	///	///		Community Healthlink Inc.	\$10.4	\$0.461	\$10.8
	///	///	///		Bay Cove Human Services Inc.	\$10.0	\$0.01	\$10.1
	///	///	///		St Vincent's Home	\$0.02	\$9.9	\$10.1
	///	///	///		North Suffolk Mental Health	\$9.4	\$0.19	\$9.59
	///	///	///		Eliot Mental Health Center	\$3.5	\$5.9	\$9.4

FIG. 8

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100C					103		106			
	DMR	DPH	DSS	DYS	OCCS	DMH: Largest Programs Purchased from 97 Shared Service-Providers		DSS: Largest Programs Purchased from 97 Shared Service-Providers		
DMH	\$514	\$294	\$455	\$105	\$84	Adult Residential Services	\$126.7	Residential Service	\$59.0	
DMR	///	\$250	\$433	\$58	\$73	Child/Adolescent Residential Service	\$21.0	Commonworks	\$54.8	
DPH	///	///	\$200	\$50	\$193	Community Rehab. Support	\$17.0	Contracted Foster Care	\$17.3	
DSS	///	///	///	\$175	\$114	Comprehensive Psychiatric Services	\$16.6	Foster Care	\$17.2	
DYS	///	///	///	///	\$13	Individual Support (Blanket)	\$12.7	Family Based Service	\$13.0	
						Intensive Residential Treatment	\$12.4	Group Home	\$10.0	
						Clubhouse Services	\$8.1	Residential Shelter	\$3.9	
						Child/Adolescent Contracted In	\$7.4	Family Based Services Lead	\$2.6	
						Day Rehabilitation	\$6.2	Clinical Family Based Service	\$2.1	
						Day Services	\$4.6	Residential Treatment Centers	\$1.7	

FIG. 9

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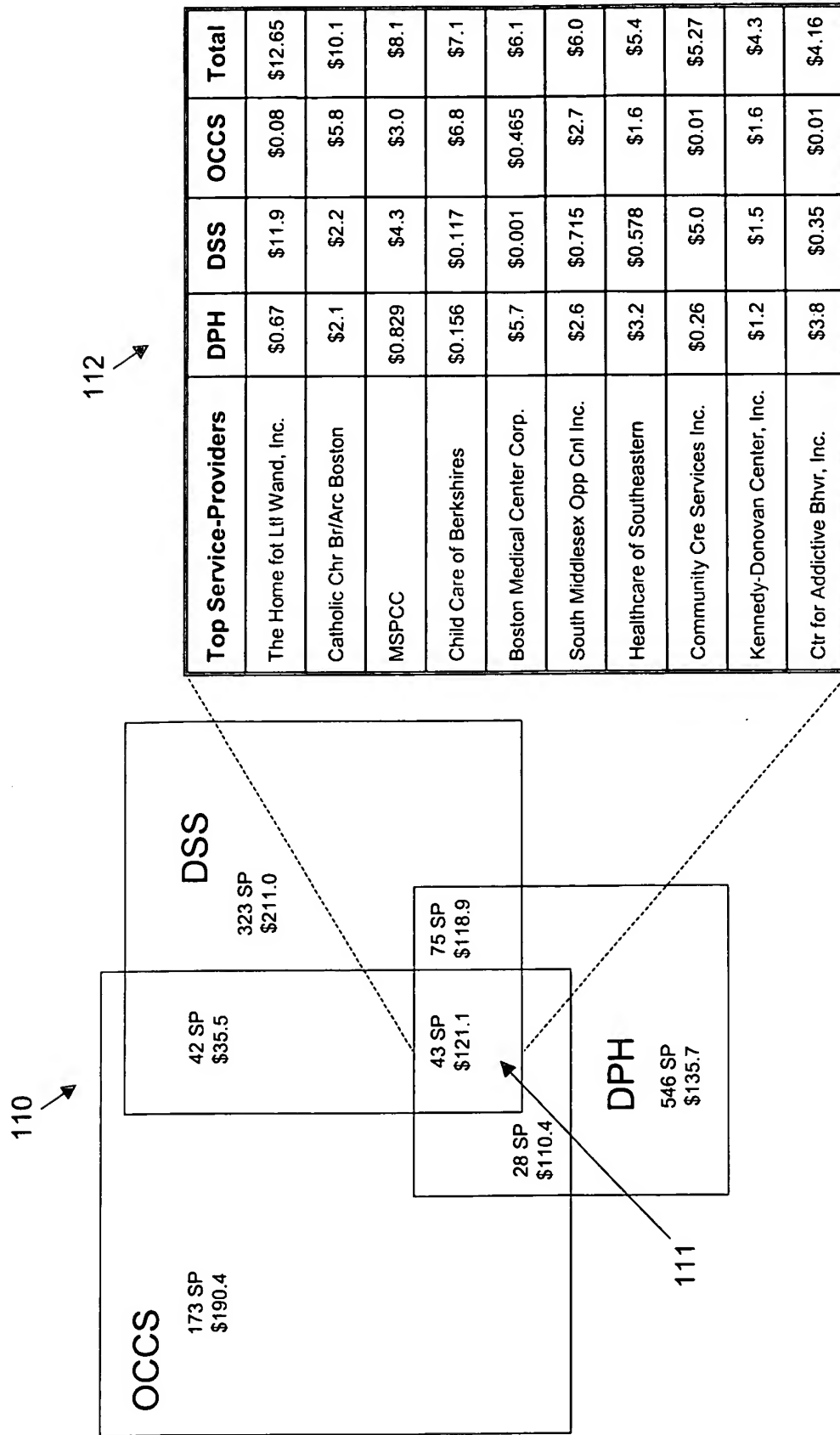


FIG. 10

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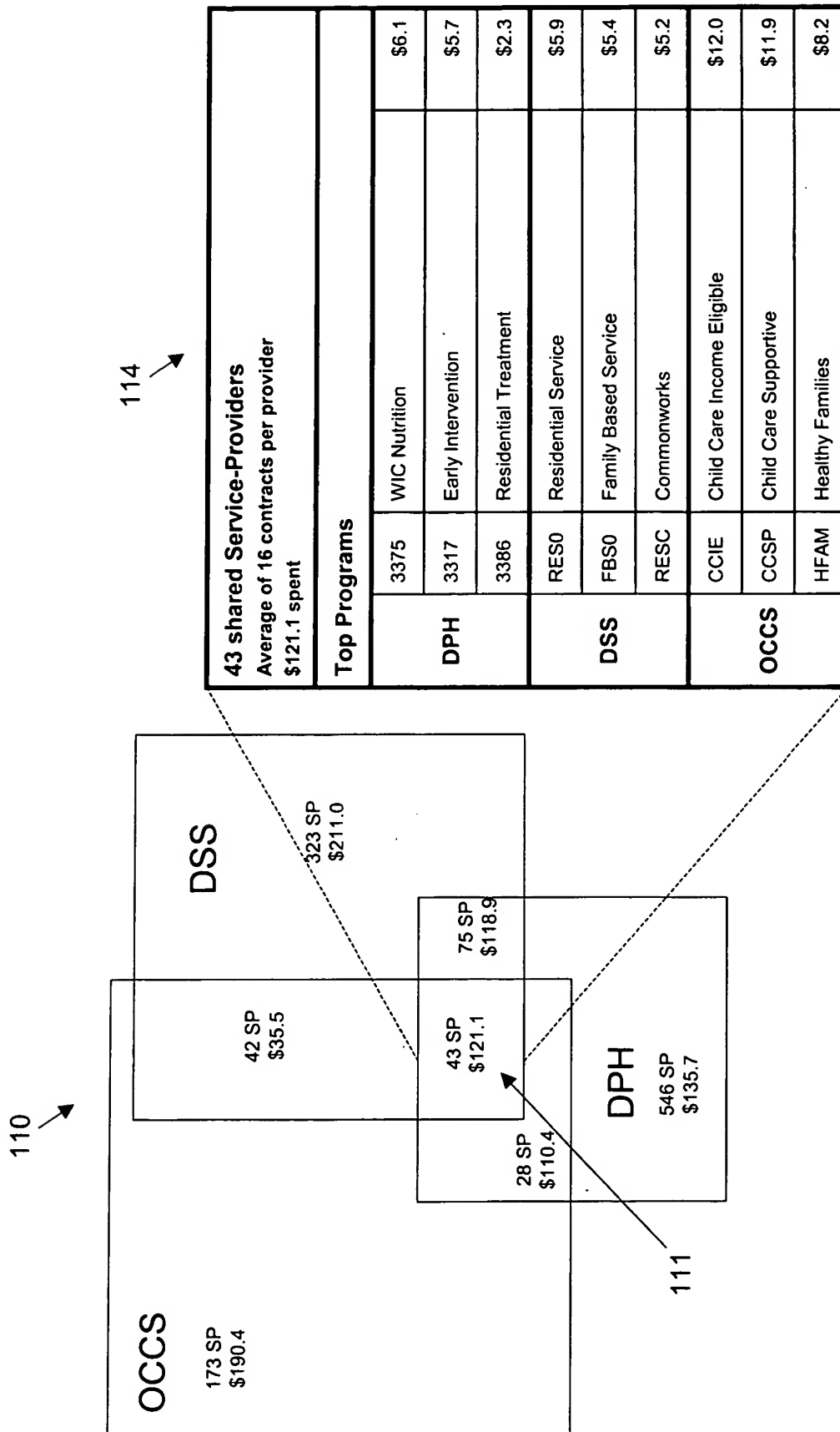
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FIG. 11